Joint Forces Staff College

The Future of Joint Logistics

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Joint Staff (J-4)
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Why You Need to Stay Awake this morning…

"Everything in war is simple, but the simplest thing is difficult."

Agenda

- *The Joint Staff*
- *Joint Logistics*
- *Joint Logistics Environment*
- *Training Joint Logisticians*
- *J4 Issues / Discussion*

"The future of national and international security lies in interoperability and cooperation among the Services, the interagency, international partners and non-governmental organizations ."

CJCS Guidance for 2008-2009

CJCS & JCS

The Chairman…

- Senior ranking member
- Principal military adviser
- ✓ POTUS, SECDEF, NSC, & HSC
- No command authority
- ✓ Has Title 10 “oversight”
- Responsible for:
- ✓ Strategic direction & planning
- ✓ Contingency planning
- ✓ Advice on requirements, programs & budgets
- ✓ Joint doctrine, training & education

The Chairman
ADM Michael G. Mullen

The Vice Chairman
Gen James E. Cartwright

Priorities…

1. Increase stability & defend our vital National interests in the broader Middle East
2. Reset, Reconstitute and Revitalize our Armed Forces
3. Deter conflict & be prepared to defeat foes globally by rebalancing our strategic risk

How does the logistics community support these priorities?

Joint Logistics

"The end for which a soldier is recruited, clothed, armed, and trained; the whole objective of his sleeping, eating, drinking, and marching is simply that he should fight at the right place and the right time."

Major-General Carl von Clausewitz,
On War, 1832

Joint Logistics - Definition

What is it?

…coordinated use, synchronization, and sharing of two or more Military Departments' logistic resources to support the joint force…ability to project and sustain a logistically ready joint force through sharing of DOD, interagency and industrial resources…

-Joint Publication 4-0

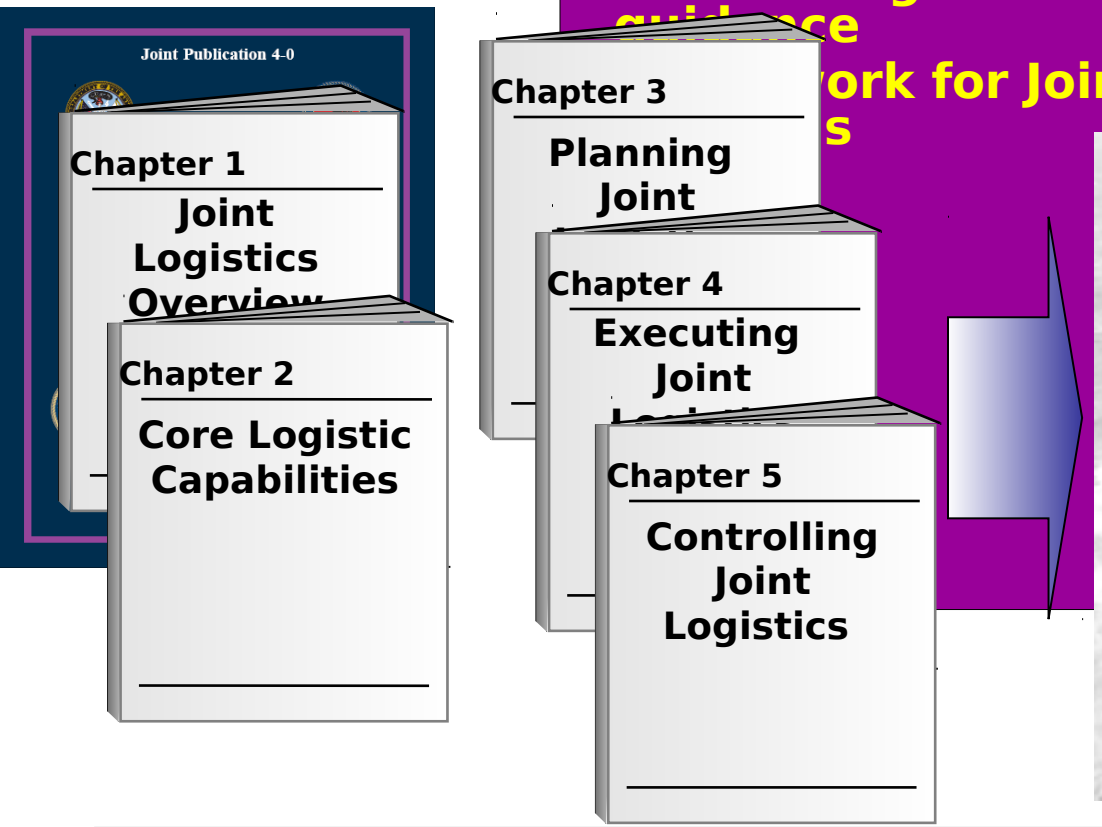
Wh

…Services, by themselves, seldom have sufficient capability to independently support the JFC…

Joint Logistics Doctrine: JP 4-0

CAPSTONE Document!

- Concise logistics guidance
- ork for Joint s



JP 4-0 In Action

"Sustaining Combat Power for the Joint Force Commander"

PLANNING . . .

Requirements, Concept of Support

EXECUTION . . .

Plan vs. Expectation

Controlling. . .

Enables the simultaneous execution of Deployment, Employment and Sustainment operations for the

Our Future

Range of military operations

Humanitarian Assistance

Civil Support

Security, Stability, Transition, & Reconstruction

Terrorism, Counterinsurgency

Combat Operations

In the Joint Logistics Environment:

Globally Dispersed: *Distribution* based concept of support

LOCs: Tenuous, commercial, *lucrative target*

Complex: Politically, operationally, and *tactically*

Enemy: Digitally sophisticated; knows *log = staying power*

Resources: Big and expensive; *effective first, then efficient*

Joint Logistics Imperatives

✓ Unity of Effort

- Process definition
- Roles and responsibilities
- Process transparency
- Common output metrics

✓ JLE Visibility

- Enterprise data architecture
- Authoritative source

✓ Rapid & Precise Response

- Velocity, Reliability, Visibility
- Efficiency
- Performar

Expand Art of the

Progression of Joint Logistics

To Interdependency…

To Jointness…

To Coordination…

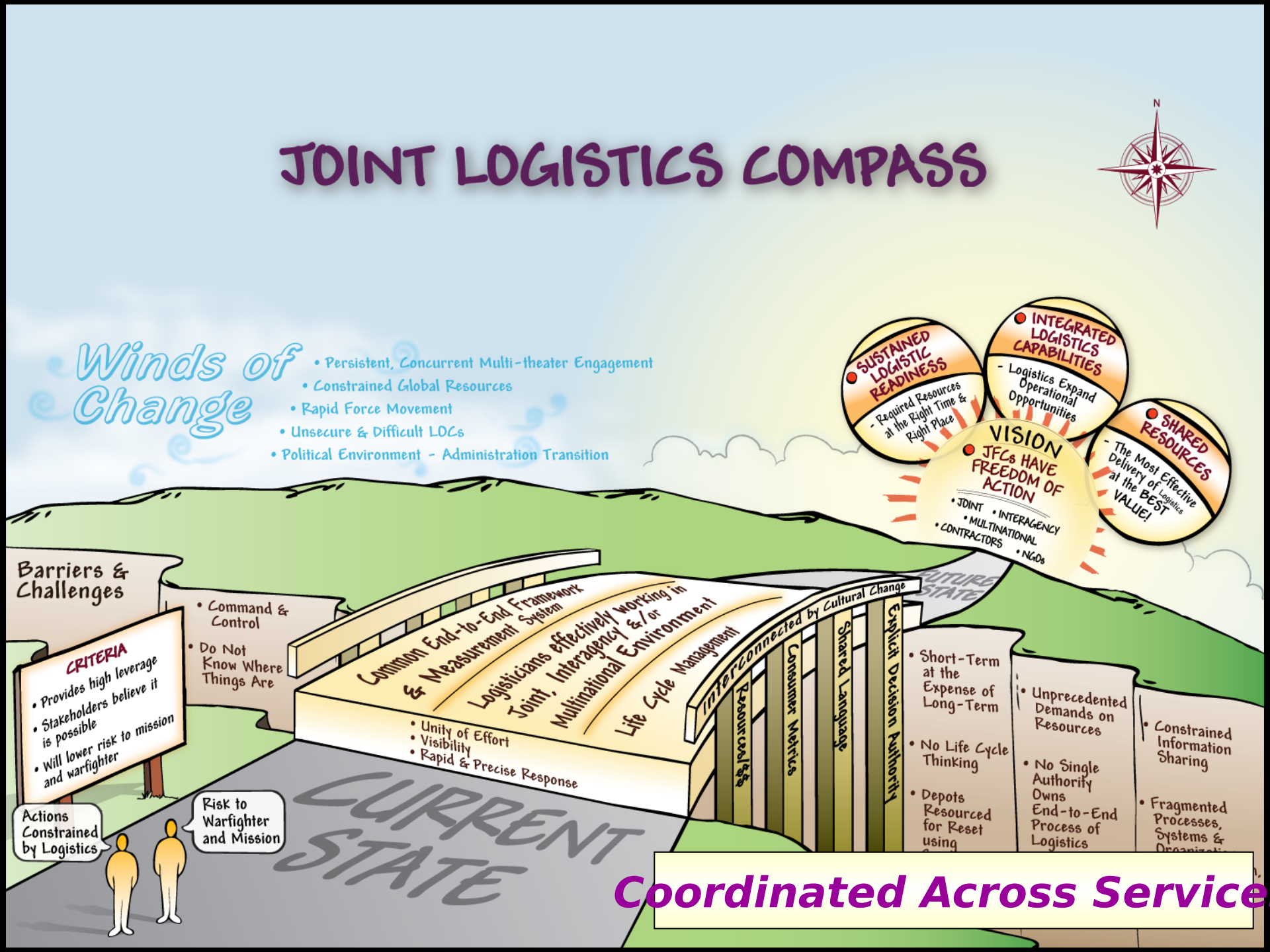
From Deconfliction…

Joint Logistics Relationships…

UNITED STATES CENTRAL COMMAND
U.S. PACIFIC COMMAND
HEADQUARTERS United States European Command
Commercial Partners
DEPARTMENT OF THE ARMY UNITED STATES OF AMERICA 1775
UNITED STATES TRANSPORTATION COMMAND
UNITED STATES NORTHERN COMMAND
DEPARTMENT OF THE NAVY UNITED STATES MARINE CORPS
DEPARTMENT OF DEFENSE UNITED STATES OF AMERICA
UNITED STATES JOINT FORCES COMMAND
DEPARTMENT OF THE AIR FORCE MCMXLVII UNITED STATES OF AMERICA
DEPARTMENT OF THE NAVY UNITED STATES OF AMERICA
DEFENSE LOGISTICS AGENCY
UNITED STATES SPECIAL OPERATIONS COMMAND
UNITED STATES STRATEGIC COMMAND
UNITED STATES AFRICA COMMAND
UNITED STATES SOUTHERN COMMAND

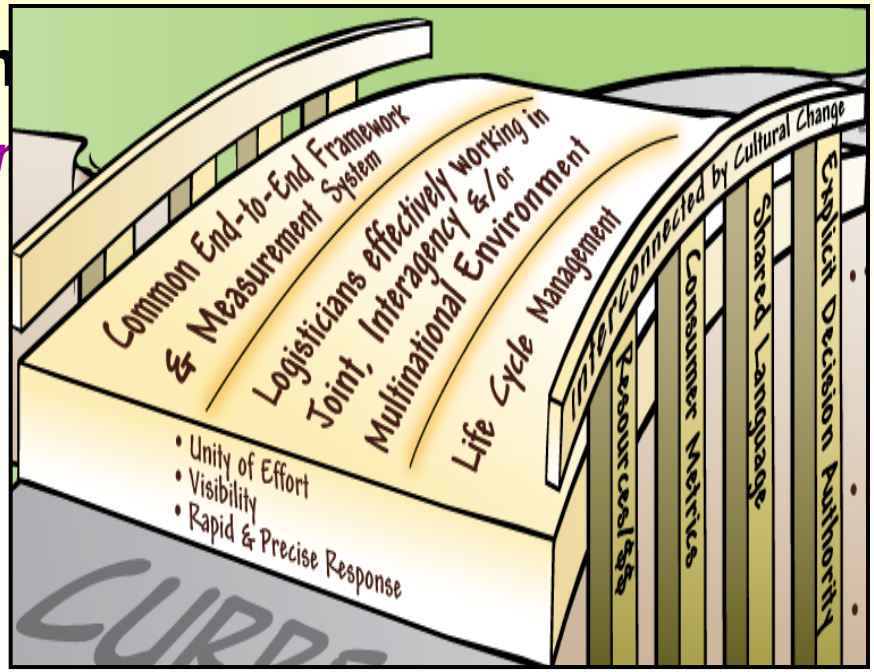
Supporting the Joint Warfighter!

JOINT LOGISTICS COMPASS


Winds of Change
• Persistent, Concurrent Multi-theater Engagement
• Constrained Global Resources
• Rapid Force Movement
• Unsecure & Difficult LOCs
• Political Environment - Administration Transition
SUSTAINED LOGISTIC READINESS
- Required Resources at the Right Time & Right Place
INTEGRATED LOGISTICS CAPABILITIES
- Logistics Expand Operational Opportunities
SHARED RESOURCES
- The Most Effective Delivery of Logistics at the BEST VALUE!
VISION
JFCs HAVE FREEDOM OF ACTION
• JOINT • INTERAGENCY
• MULTINATIONAL
• CONTRACTORS • NGOs
Barriers & Challenges
• Command & Control
• Do Not Know Where Things Are
CRITERIA
• Provides high leverage
• Stakeholders believe it is possible
• Will lower risk to mission and warfighter
Common End-to-End Framework & Measurement System
Logisticians effectively working in Joint, Interagency &/or Multinational Environment
Life Cycle Management
• Unity of Effort
• Visibility
• Rapid & Precise Response
Interconnected by Cultural Change
Resourceless
Consumer Metrics
Shared Language
Explicit Decision Authority
• Short-Term at the Expense of Long-Term
• No Life Cycle Thinking
• Depots Resourced for Reset using
• Unprecedented Demands on Resources
• No Single Authority Owns End-to-End Process of Logistics
• Constrained Information Sharing
• Fragmented Processes, Systems &
Actions Constrained by Logistics
Risk to Warfighter and Mission
CURRENT STATE
FUTURE STATE
Coordinated Across Service

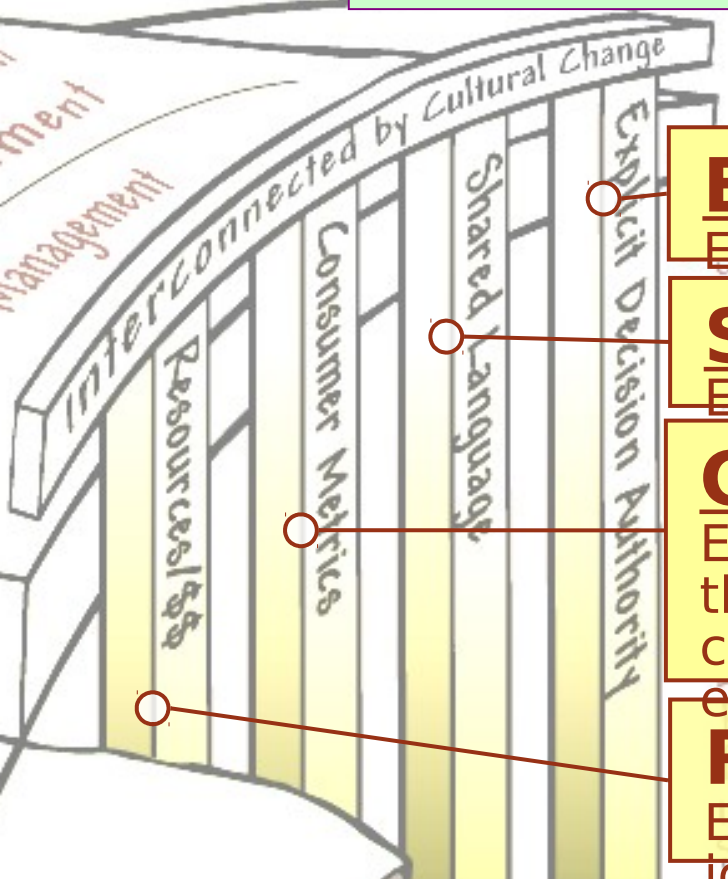
Compass Initiatives

- **Common End-to-End Framework & Measurement System**
  - ✓ *Develop/Implement joint logistics architecture*
- **Logisticians effectively working in Joint, Interagenc &/or Multinational Environm**
  - ✓ *Update, validate & implement hur capital strategy*
- **Life Cycle Management**
  - ✓ *Institutionalize key performance parameters & key system attributes*



Building the Enablers

"Fundamental business operations" that must be fixed for the Joint Logistics community to effectively accomplish any initiative



Explicit Decision Authority:
Establish governance/decision authority model

Shared Language:
Establish a shared definition of words and

Consumer Metrics:
Establish REAL and MEANINGFUL measures that optimize the End Consumer capability/experience in a constrained resource environment

Resources:
Establish a process to assess the health of joint logistics funding

Joint Logisticians

Developing Leaders of Change

"To every man there comes in their lifetime a special moment when they are figuratively tapped on the shoulder and offered the chance to do a very special thing, unique to them and fitted to their talents. What a tragedy if that moment finds them unprepared or unqualified for that which could have been their finest hour."

Sir Winston Churchill

Developing Joint Logisticians

Skills

Knowledge

Attributes

- **Logistics expert . . .**
  - ✓ *Grounded in the "core" of logistics*
- **OK with uncertainty . . .**
  - ✓ *Understands that change is the only certainty*
- **Has a mature global perspective . . .**
  - ✓ *Keen insight into E2E processes & the long view*
- **Can make decisions with minimal info . . .**
  - ✓ *Distinguish between "must know" and "nice to know"*

Lifetime Of Learning

- **Service & Joint Individual Training . . .**
  - ✓ *Learning to do*
- **Joint Professional Logistics Education . . .**
  - ✓ *Learning to think*
- **Joint Experience . . .**
  - ✓ *Learning to be!*
- **Mentorship - Coaching**
  - ✓ *To develop the realm of possibilities!*

Joint Logistics Education… A Future State

Putting the DoD logistics network of networks behind every Joint logistician!

It's About Knowledge and Reach Back!

Current Events

My Inbox…

- **New Administration**
  - ***Implications of new thoughts & direction***
- **Operational Contract Support**
  - ***Evaluating appropriate levels & developing doctrine***
- **Multinational/Interagency/UN/NATO**
  - ***Our future in coalition operations***
- **Global Lines of Communication**
  - ***Managing a global network***
- ***Travel w/CJCS***
  - ***Ft Drum/Ottawa***

Operational Contract Support Historical Perspective

Throughout US history, we have utilized Contractors in direct support of our military forces

Military Log CSS has remained around 17-23% of total Army operating force

Data Source: Center for Military History (CMH)

FINDING 1: ***Log contractor requirements have generally increased over time due to extended duration of conflict and Combatant Cdr operational decisions***

Thoughts on Leadership…

- **Don’t Rush to Failure**
- **All Eyes are on You**
  - ✓ ***Keep Even Temperament; Calm in Eye of Storm***
- **Think Enterprise**
  - ✓ ***Support the Larger Objective***
  - ✓ ***Think & Enable Joint Combined Interoperability***
  - ✓ ***Deal with the bureaucracy***
- **Be Careful What You Ask For**
  - ✓ ***Ruminating Out Loud; What if Questions***
- **Manage Your Time**
  - ✓ ***Control Your Calendar***
  - ✓ ***Block Time to Walk Around & Think***
- **Communication**
  - ✓ ***Up/Down/Across; Feels – Crosscheck***

Mission First – People Always!

Discussion